

**Program Charter
for
Workforce Management**
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1. EXECUTIVE SUMMARY

Program Description

The Workforce Management Program <http://www.wfm.noaa.gov/> facilitates the recruitment, development, and retention of NOAA's workforce. The Program exists to provide NOAA with services specifically in the areas of human resources (HR) operations, managing diversity, and strategic human capital management. Workforce Management serves over 12,500 employees in all grade levels at more than 375 locations. The Program is carried out primarily by the Workforce Management Office (WFMO) which incorporates the former Administrative Support Center HR Divisions, the former HR Management Office, and the Office of Diversity.

Operational HR services include the full range of recruitment, staffing, classification, management advisory services, employee and labor relations, retirement and benefits counseling, and personnel and payroll processing. The Workforce Management Program provides NOAA corporate policy and program management for labor and employee relations, performance management and incentive awards, pay, leave, staffing, position classification and position management, executive resources, training and distance learning, Alternative Dispute Resolution, the Demonstration Project, and HR information management and automation functions.

The Program develops, recommends, and implements NOAA-wide policy for managing diversity (MD) to ensure inclusion and supportive and flexible systems, policies, practices and workplace behaviors. It undertakes and oversees initiatives and delivers interventions in MD, quality of worklife, organization development, and understanding differences.

The Workforce Management Program is also responsible for supporting strategic human capital management including succession planning, workforce planning and analysis, competency identification and assessment, strategic corporate recruitment, and leadership and management development including the NOAA Mid-Level Retreat and the Leadership Competencies Development Program.

Workforce Management falls under the Program Support sub-goal of the Critical Support Goal. The Program supports all Mission Goals.

Program activities occur primarily in 5 locations: Silver Spring, MD; Norfolk, VA; Kansas City, MO; Boulder, CO; and Seattle, WA. Activities may also occur at other sites as needed.

2. PROGRAM REQUIREMENTS

A. Requirement Drivers:

- Department Administrative Order 202-250 requires that NOAA establish an HR program consistent with laws/regulations/DOC policies, that managers are held accountable for their HR responsibilities, and that services are provided efficiently. Additional requirements are documented in:
 - Title 5 of the United States Code (Government Organization and Employees) establishes the legal basis for carrying out HR responsibilities.
 - Title 5 of the Code of Federal Regulations (Subchapter A: Civil Service Rules and Subchapter B: Civil Service Regulations) establishes the regulatory basis for carrying out HR responsibilities.
 - HR-related Executive Orders establish additional requirements for HR programs in a wide variety of functions. (See Appendix for list).
 - Other Department Administrative Orders in the Human Resources Management series (202) establish DOC policies that NOAA must follow.
- Managing Diversity: Department Organization Order 20-10 (Office of Civil Rights, dated 01/19/01, Section 5.a.8.) references operating unit (bureau) diversity initiatives and Department Organization Order 25-5 (National Oceanic and Atmospheric Administration, dated 06/15/05, Section 4.09) establishes managing diversity as a WFMO responsibility.
- The President's Management Agenda (PMA) requires strategic workforce planning, alignment of human capital programs with NOAA's Strategic Plan, increased emphasis on learning/knowledge management and effective change management. Additional requirements drivers are:
 - Federal Workforce Flexibility Act of 2004 – Section 201 of the Act requires agencies to regularly evaluate and modify training programs/plans in order to promote a more strategic approach to the integration of training programs into overall mission accomplishment and to provide specific training to develop managers as part of a comprehensive management succession program.
 - Chief Human Capital Officers Act of 2002 (Title XIII of the Homeland Security Act of 2002) - Requires setting workforce development strategy; assessing workforce characteristics and future needs based on mission and strategic plan; aligning human resources policies and programs with organization mission,

strategic goals, and performance outcomes; developing and advocating a culture of continuous learning to attract and retain employees with superior abilities; identifying best practices and benchmarking studies, and applying methods for measuring intellectual capital and identifying links of that capital to organizational performance and growth.

B. Mission Requirements:

The Workforce Management Program's mission requirements are to:

- Legally and efficiently recruit, develop, and retain a diverse, highly skilled, motivated and effective workforce capable of accomplishing NOAA's mission goals (DAO 202-250);
- Provide leadership for effectively managing diversity (DOO 20-10); and
- Support strategic management of human capital (PMA).

3. LINKS TO THE NOAA STRATEGIC PLAN

A. **Goal Outcomes:** The Workforce Management Program directly supports the Critical Support outcome: A dynamic workforce with competencies that support NOAA's mission today and in the future.

B. **Goal Performance Objectives:** The Workforce Management Program supports the following Critical Support Goal Objective: Improve efficiency and performance of financial, administrative, workforce management, and other support transactions and services.

C. **Goal Strategies:** The Workforce Management Program supports the following Critical Support Goal Strategies:

- Implement a strategic approach that attracts and maintains a competent and diverse workforce and creates an environment that develops, encourages, and sustains employees as they work to accomplish NOAA's strategic goals.
- Adopt a functional management model to deliver administrative and financial services that will establish direct lines of accountability from headquarters business line managers to all NOAA financial and administrative staff located in the field.
- Improve the efficiency, accountability, and transparency of administrative programs and services through process optimization and customer satisfaction assessment.

4. PROGRAM OUTCOMES: The Workforce Management Program's long-term outcome is a diverse, highly skilled, motivated and effective workforce capable of accomplishing

NOAA's mission goals.

5. PROGRAM ROLES AND RESPONSIBILITIES: The Workforce Management Program is established and managed with the procedures established in the NOAA Business Operations Manual (BOM). Responsibilities of the Program Manager are described in the BOM. Responsibilities of other major participants are summarized below:

A. Participating Line Office, Staff Office, and Council Responsibilities:

- Workforce Management Office – The Workforce Management Program is carried out primarily in the WFMO. The WFMO is responsible for recruiting, developing, and retaining a workforce with the competencies necessary to carry out NOAA's mission; managing diversity; and supporting strategic management of human capital.
- NOAA Line and Corporate Services Offices have day-to-day responsibility for managing their workforces. They also partner with WFMO to carry out the Workforce Management Program capabilities.
- The Human Capital Council (HCC) provides advice for the Workforce Management Program by bringing together all functions within NOAA associated with people and by serving as the principal forum through which issues affecting the NOAA's workforce are addressed. Three Committees report to the HCC: EEO, Workforce Management and Training, and Diversity.

B. External Agency/Organization Responsibilities:

The DOC Office of Human Resources Management is responsible for establishing policy for Department HR programs and for setting parameters/goals/deadlines for other initiatives such as the Human Capital Scorecard of the President's Management Agenda.

6. END USERS OR BENEFICIARIES OF PROGRAM:

- NOAA Employees – The Program develops, values, and supports all employees from entrance-on-duty to retirement including benefits/retirement counseling and personnel/payroll processing.
- NOAA Managers, Mission Goals, Programs, Councils and Committees – The Program provides all levels of managers with the technical and managerial knowledge, skills and advice needed to accomplish strategic goals and priorities; recruits, develops, and retains a highly-skilled workforce to meet mission goals; and advises on issues relating to strategic human capital management, HR operational issues, HR program development and implementation, and managing diversity.
- Job Applicants – The Program is responsible for outreach to potential job applicants, and providing job information, application support, and job placement.

- Department of Commerce – The Program offers support to the Department in its development and implementation of policies, in meeting the requirements of the President’s Management Agenda, and in responding to other outside requests for information such as from OPM, OMB, etc.
- Families of NOAA Employees – The Program provides benefits/retirement counseling to survivors of deceased employees and access to Employee Assistance Program (EAP) services.
- Other DOC Bureau (e.g., International Trade Administration) Employees and Managers - The Program develops, values, and supports all employees from entrance-on-duty to retirement including benefits/retirement counseling and personnel/payroll processing.
- Union Representatives – The Program participates in negotiation and consultation with union representatives on issues that affect conditions of employment.